MERCY HEALTH

Complex Care Transformation:

A Triple Aim Approach to High Risk Patients

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Mercy Health Saint Mary's

- 2nd largest integrated health care system in Kent county with $450M annual net revenue
- Teaching hospital with 342 licensed beds – 227 acute care, 100 psychiatric, and 15 NICU
- Progressive leader in cancer care, neurosciences, orthopedics, kidney transplants, diabetes and endocrine care, and behavioral health serving residents of 15 counties
- Annually: 20,000+ inpatient admissions; 17,000+ surgeries; 60,000+ emergency visits; 20,000+ urgent care visits, 900,000+ outpatient visits
- Mercy Health Physician Partners – 330 Physicians - Patient Centered Medical Homes
- Unique Test Market for Innovation – Integrated Health Network, Psychiatric Patient Population, ESRD, Neuroscience, 5 Community Benefit Clinics

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Population Approach

- High Frequency/Complex Patient Identification and Stratification
- Complex Care Intervention Model
- Embedded tools with Evidence Based Recommendations

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Complex Care Team Structure

- 1.0 MSN Clinical Nurse Leader
- Added 1.0 RN after 1 year
- Virtual Team with all other disciplines

Population: >500 patients served in 1 year

5 – 10 new patients added every week

Entry Criteria: "Complex" = high frequency, extended LOS, complicated issues

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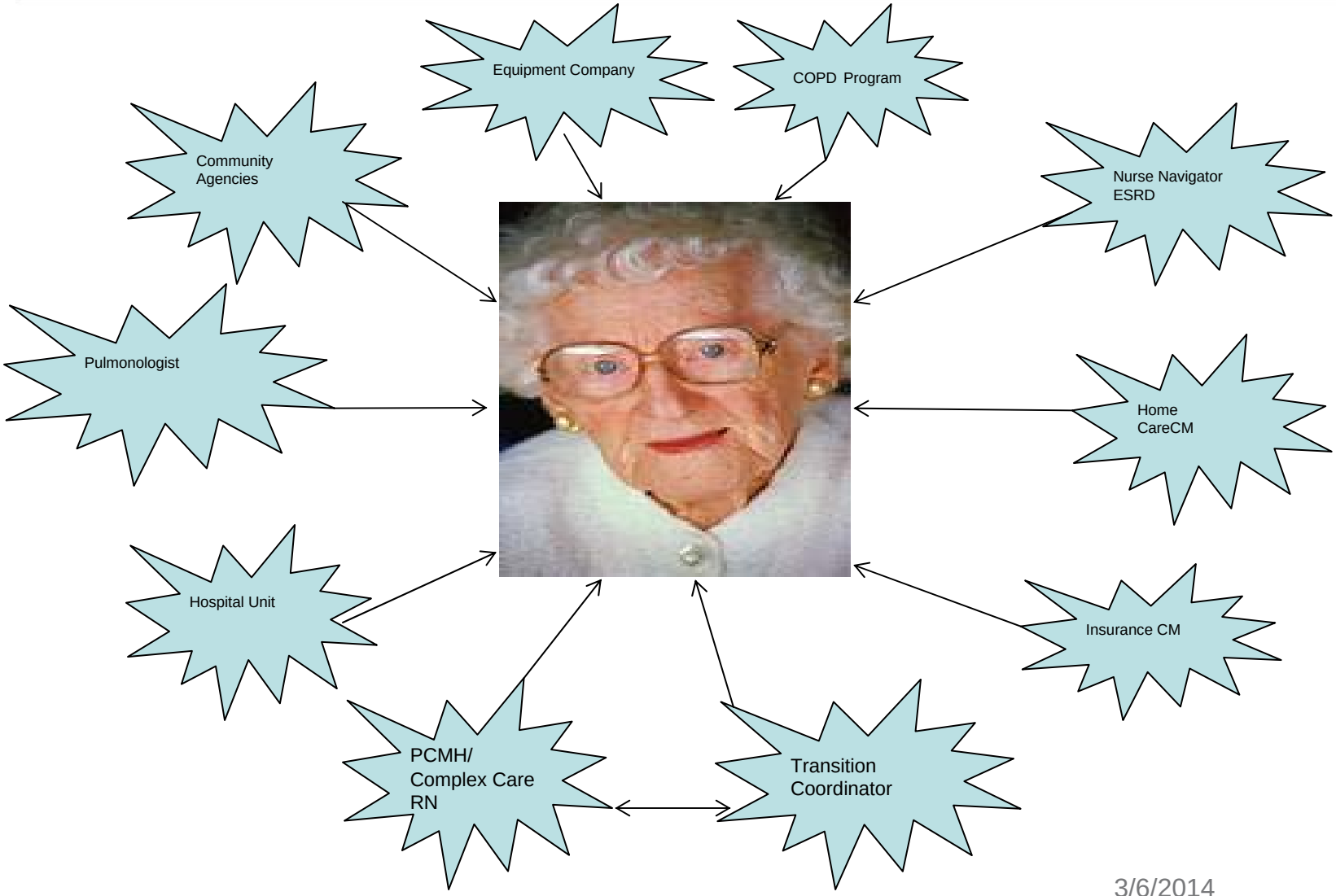
Patient with COPD and ESRD with Insurance: Multiple Care Managers – build a team with existing resources (Stock Photo)



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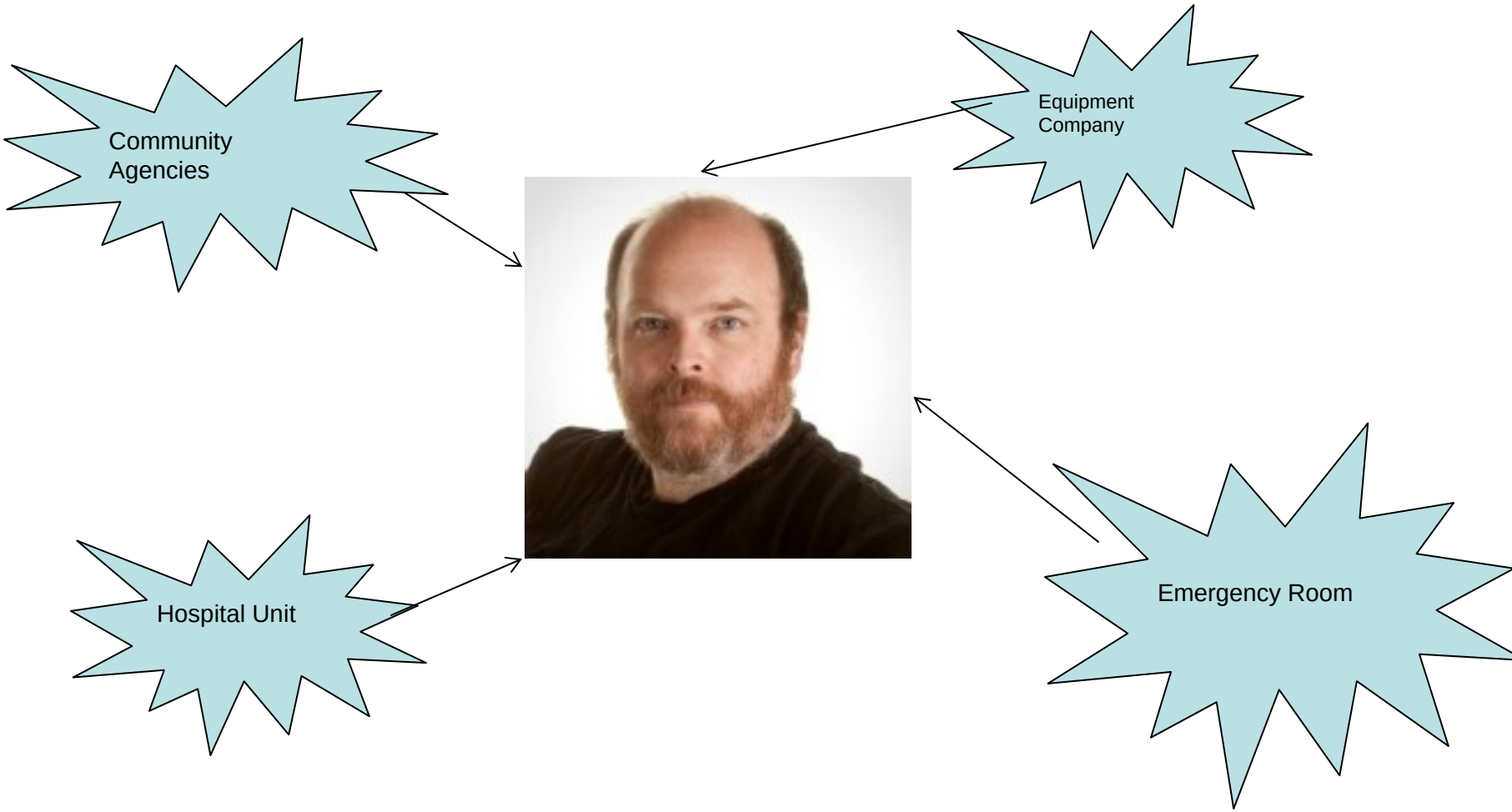
Patient with COPD and Diabetes with no Insurance: No Care Managers, Emergency Room = PCP Create a team with infrastructure (Stock Photo)



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A Typical Patient Story

(Aggregate Patient Story/Stock Photo)

Young Man

- "Couch Surfing", no Insurance
- Type I Diabetic
- Untreated Depression and Anxiety
- Addiction
- In a PCMH
- High frequency ED, IP, LOS and office visits

Outcomes

- Stable Medical Home with Psychiatric Care
- Stable Housing
- Insurance
- Shared Plan Cross Continuum
- Evidence Based Intervention Tools
- Reduction in ED, LOS and Inpatient Admissions

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What are the Lessons learned from the Complex Care Work?

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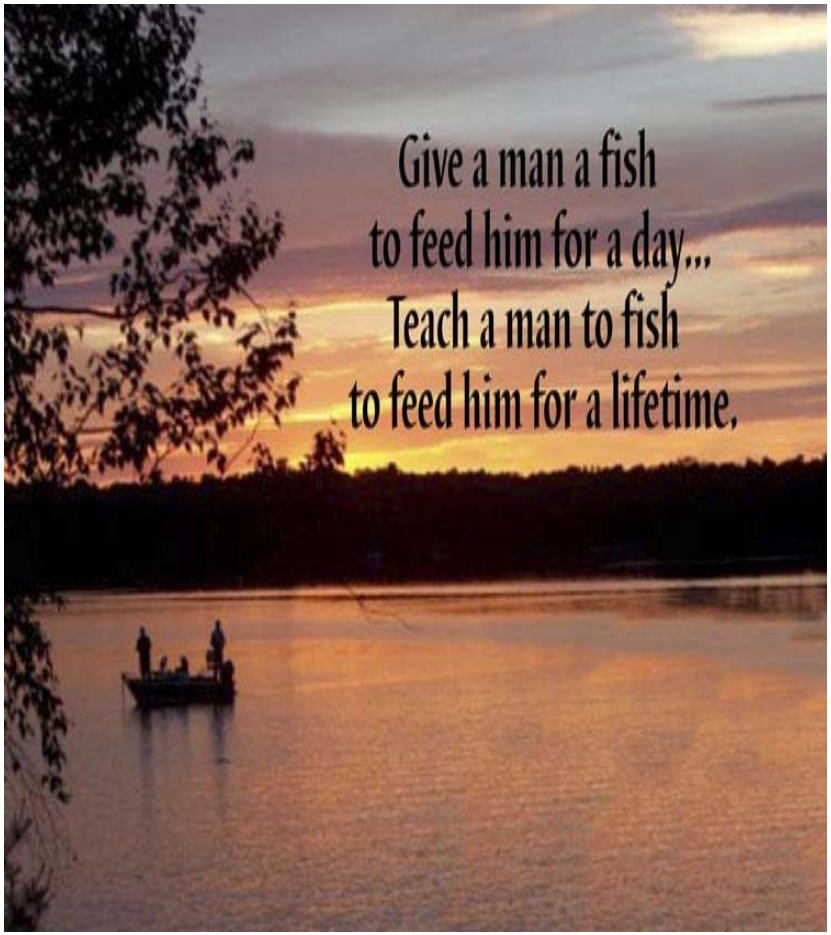
Lessons Learned



- Intent
- Entry to Intervention
- Iterations
- Infrastructure
- Tell the Story
- Predictive Power
- Celebrate and Share Success

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Sustaining a Team

- Shared Purpose
- Value Principles
- Role Clarification
- Time for Process – Grief, Loss, Fear, Avoidance, Safety

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Questions

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